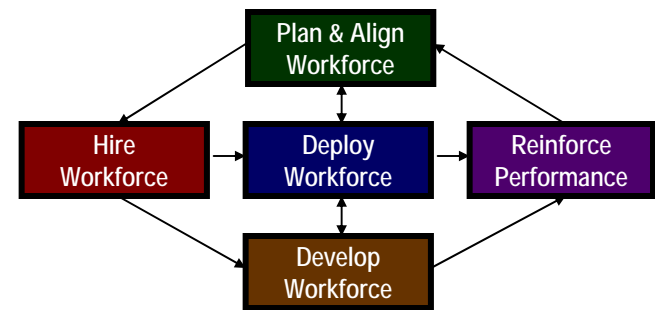


---

State of Washington  
Health Care Authority

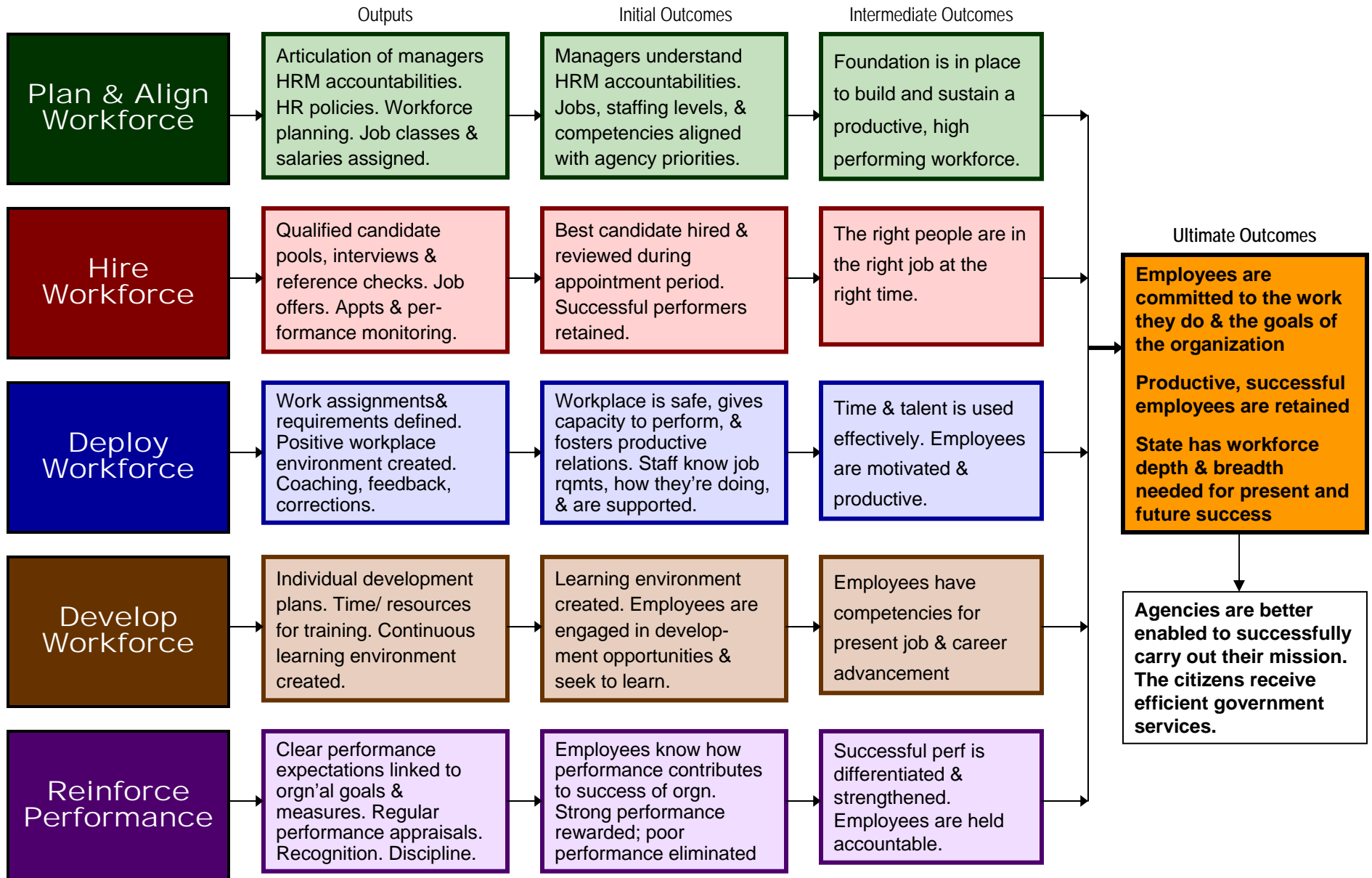
Human Resource  
Management Report

---

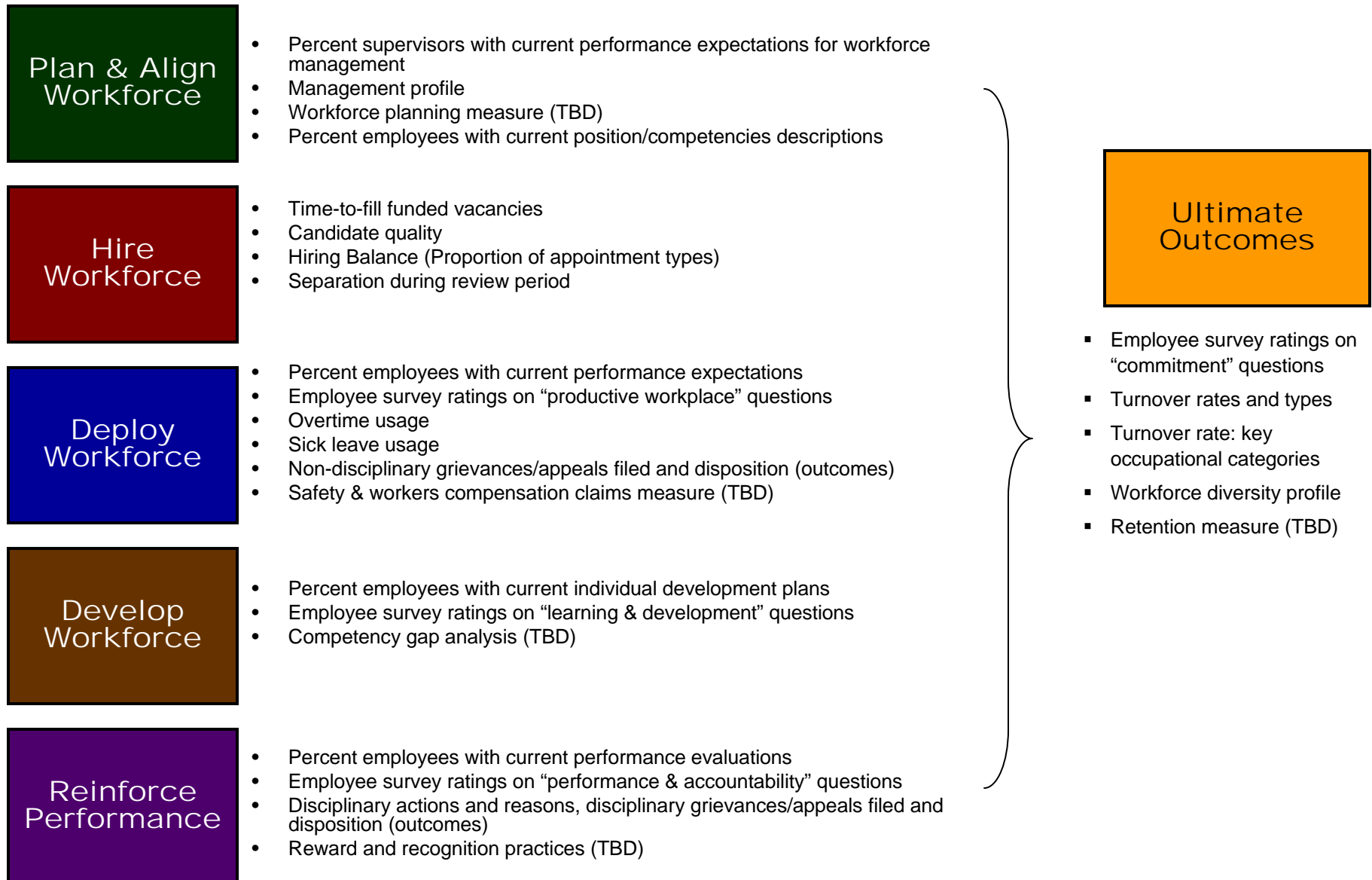


**April 30, 2007**

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

**Percent supervisors with current performance expectations for workforce management = 95%**

Total # of supervisors with current performance expectations for workforce management = 95%

Total # of supervisors = 55

During this biennium, there has been an emphasis on developing performance management skills for supervisors. Training topics have included:

- Writing Effective Performance & Development Plans
- Performance Management Confirmation Overview
- Crucial Conversations
- Project Management
- Setting Meaningful Performance Measures and Managing Data
- Lawful and Effective Hiring Practices
- Effective Investigations in a Just Cause World
- Preventing Discrimination, Harassment & Managing Accommodations

## Analysis:

- An audit of evaluations for FY06 reveals 100% included position linkage with organizational mission and strategic plan.
- 2006 Employee Survey results exceeded the statewide average on all performance accountability ratings. This is an indicator that employees know their work contributes to the goals of the agency, are provided feedback and recognition, and are held accountable for performance.

## Action Steps:

- By Spring 2008 develop a "Supervisor's Academy" (as part of performance management confirmation).
- Standardized core competencies for supervisors to be included as part of FY07 performance evaluation cycle.
- Continue to hold extended leadership team trainings at least semi-annually. These provide opportunities for supervisor/manager development, especially in the area of performance management.
- All supervisors are reminded by HR via e-mail to set performance expectations as part of new employee on-boarding process.

Data as of 12/2006

Source: Performance & Development Plan; 2006 Employee Survey; training profiles

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Management Profile

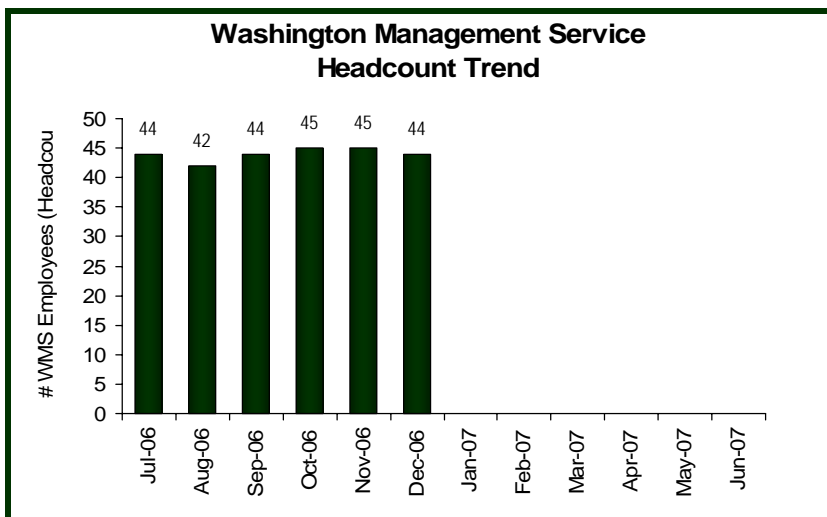
**Number of WMS employees = 44**

**Percent of agency workforce that is WMS = 15.9%**

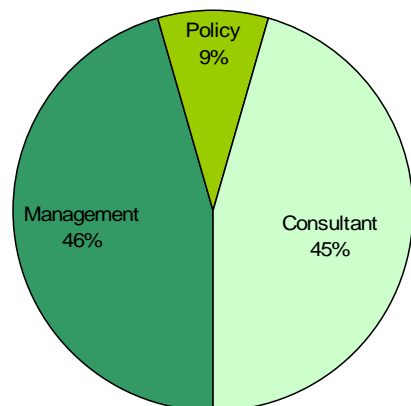
**Number of all Managers\* = 29**

**Percent of agency workforce that is Managers\* = 10.5%**

\* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)



## WMS Management Type



Manager	20
Consultant	20
Policy	4

## Analysis:

- Nature of business equates to higher percentage of policy and consultant work within WMS ranks.

## Action Steps:

- Reduce at least 2 WMS positions to meet target by June 30, 2007.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 89%**

Total # of employees with current position/competency descriptions\* = 217

Total # of employees\* = 244

\*Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Job analysis is conducted for all positions prior to recruitment
  - 57% of all HCA positions have a completed job analysis
  - The job analysis is typically used in all phases of employment: recruitment, selection, developing the position description and setting performance expectations

## Action Steps:

- Position Description Forms (PDF) will be updated, if necessary, as part of the FY08 annual evaluation cycle.
- Job analysis on all HCA positions will be completed prior to recruitment

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill Funded Vacancies

### Calendar year 2006

Average Number of Days to fill\*: 44 Days (58 - employee start date)

Number of vacancies filled: 86

\*Equals # of days from hiring requisition to job offer acceptance

## Candidate Quality\*

	Percent	Number
Candidates interviewed who had competencies needed for the job	TBD%	TBD
Hiring managers who indicated they could hire best candidate	TBD%	TBD

\* HCA is currently not using full functionality of e-recruit system, which automatically surveys supervisors regarding candidate quality. However, previous surveys of HCA supervisors regarding recent hires indicated:

- 92.3% felt new employees had the necessary competencies to perform the duties of the position
- 91.7% believed the amount and type of training needed by their new employee was equal to or less than expected
- 92.3% were extremely satisfied or very satisfied with their hiring decision.

## Analysis:

- Average number of days to fill varies depending upon type of opening and location.
  - Seattle office and manager openings generally take longer than average 44 days.
- All HCA supervisors trained in Lawful and Effective Hiring Practices
- Thorough job analysis is conducted prior to recruitment to ensure the job duties and competencies are full and accurately described

## Action Steps:

- Staffing and Hiring Project Team underway to develop, standardize and streamline recruitment process. Recommendations expected by June 2007.
- Redistribution of work within the Human Resource Office expected by August 2007.
- Increased office support position from half-time to full-time effective April 1, 2007.
- Effective April 1, 2007, begin using e-recruit candidate quality survey

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

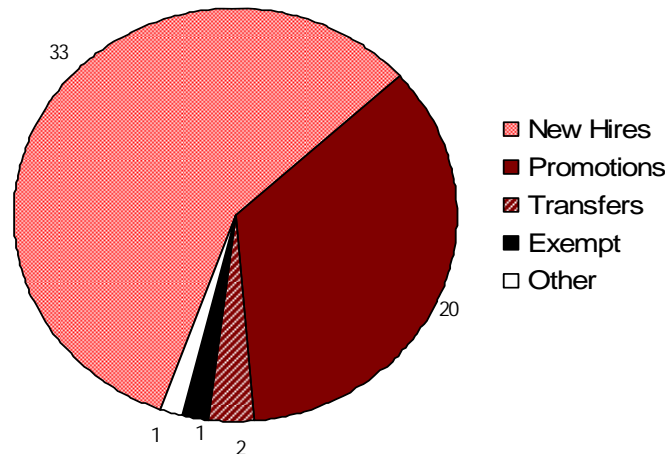
Time-to-fill vacancies

Candidate quality

**Hiring Balance (proportion of appointment types)**

**Separation during review period**

**Types of Appointments**



**Total number of appointments = 57\***

Time period = July 2006 through December 2006

Includes appointments to permanent vacant positions only; excludes reassignments

\*Other = Demotions, re-employment, reversion & RIF appointments

## Separation During Review Period

Probationary separations - Voluntary	2
Probationary separations - Involuntary	3
<i>Total Probationary Separations</i>	<i>5</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
<b>Total Separations During Review Period</b>	<b>5</b>

Time period = July 2006 through December 2006

## Analysis:

- New hires (external) due in large part to the large number of entry-level positions filled and/or specialized/advanced skill set required for more technical positions
- Supervisors encouraged to use the probation and trial service periods to evaluate new employee, which may include separation if necessary
  - Separations in current period due to unprofessional conduct, absenteeism and/or inability to meet production standards

## Action Steps:

- Continue to evaluate reasons for probation and trial service separations to assess whether they involve issues that could have been determined at the recruitment/hiring phase

Data as of March 14, 2007

Source: Business Warehouse and HCA log

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

#### **Percent employees with current performance expectations**

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

## Current Performance Expectations

**Percent employees with current performance expectations = 97%**

Total # of employees with current performance expectations\* = 237

Total # of employees\* = 244

\*Applies to employees in permanent positions, both WMS & General Service

### Analysis:

- HCA converted from evaluations due on employee anniversary date to one annual due date for all employees.
- HCA experienced an increase of 51% in on-time completion of evaluations between 2005 and 2006. This increase is largely attributable to executive leadership's commitment and expectation that evaluations be completed.

### Action Steps:

- Refresher training on completing evaluations will be provided to supervisors (June/July 2007)
- HCA is adopting an on-line evaluation tool for the FY08 cycle.
  - This will provide for efficient tracking of evaluations as they move through the various stages of approval.
  - Will clearly align employee expectations with HCA strategic goals.
- Target for FY08 evaluations is 100%. This will be communicated to all staff just prior to the annual cycle (June, 2007)

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Health Care Authority

## Employee Survey "Productive Workplace" Ratings



**Overall average score for Productive Workplace Ratings: 3.9**

## Analysis:

- 86% of employees participated in the Employee Survey (compared to state participation of approximately 58%).
- Comparison to 2005 survey shows slight improvement in employees knowing work expectations and feeling treated with dignity and respect.
  - 86% of respondents know what is expected of them at work.
  - 85% agree they are treated with dignity and respect by their supervisor.
- HCA ratings meet or exceed statewide average in all but one category.

Data as of 4/2006  
Source: Statewide Employee Survey results

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

## Overtime usage

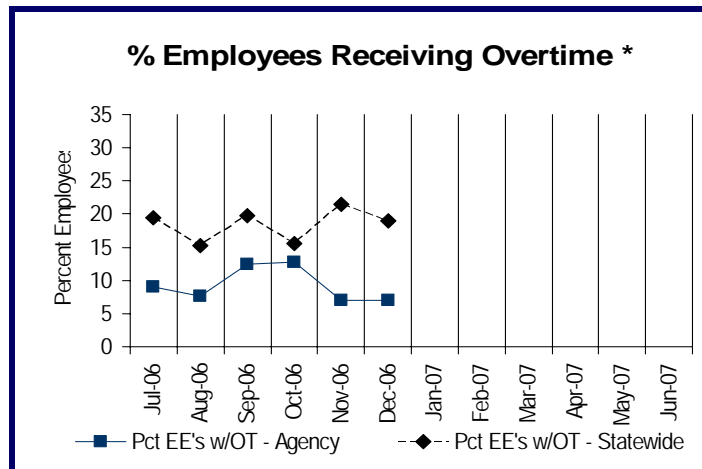
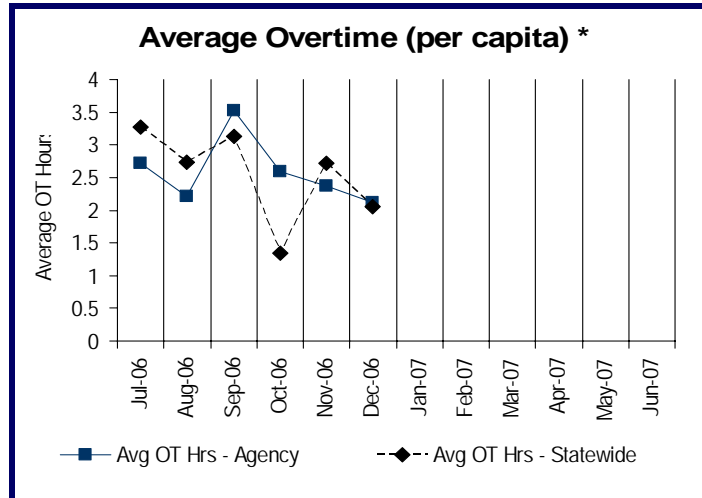
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Health Care Authority

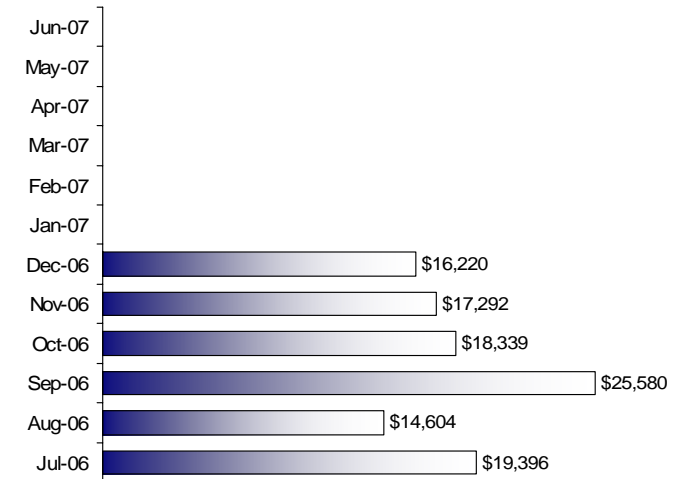
## Overtime Usage



\* Statewide overtime values do not include DNR

Data as of 4/19/07  
Source: Business Warehouse

## Overtime Cost - Agency



## Analysis:

- Approximately 53% of positions are overtime eligible
- Overtime is voluntary
- Approximately 97% of overtime occurred within the Basic Health Program due to delay in filling vacancies, increased enrollment targets and a backlog of recertification actions
- It is anticipated that the need for overtime work will end or be significantly reduced by the end of April 2007

## Action Steps:

- Within Basic Health, they will continue to:
  - Require employees meet specified production standards in order to be eligible for overtime; this ensures the optimum amount of work is completed during an overtime shift.
  - Fill vacancies more quickly; plan for attrition
  - Fine-tune the new employee training program 11

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

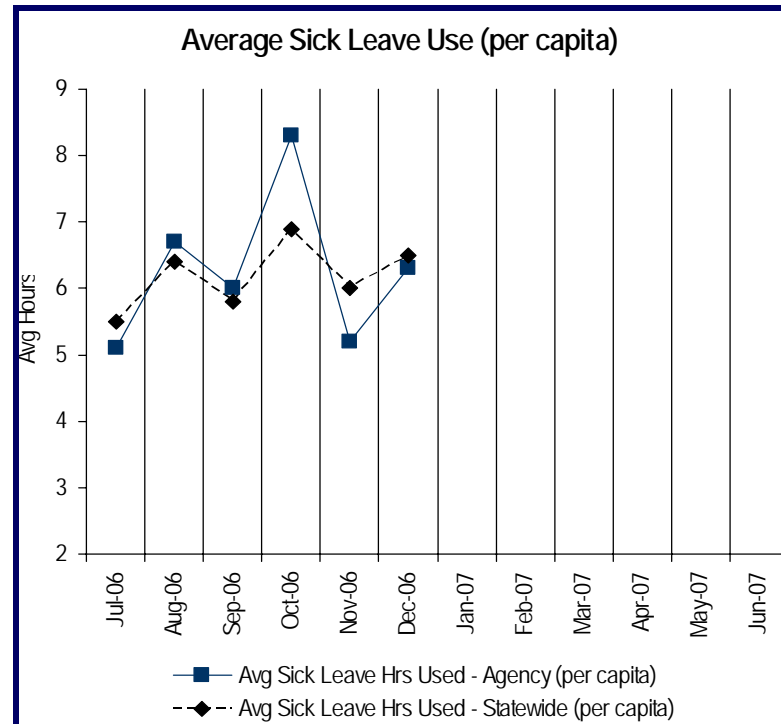
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

## Sick Leave Usage



## Analysis:

- HCA sick leave use falls just slightly above statewide per capita average but below state level for those who took SL
- October spike driven by approx. 5% of workforce due to serious health condition(s), bereavement, injury. Removing the 5% = SL use would fall well below statewide per capita average.

## Action Steps:

- Begin automated tracking of planned vs. unplanned leave (April 2007). Roll-out includes strong message about appropriate use of sick leave and "must be present to win"
- Overall leave reporting part of internal GMAP: goal to maintain all leave to 12% (or less) of total work time available. Sick leave target to meet or beat statewide average.
- Add wellness function to safety committee to promote healthy environment and behaviors within HCA.
- Continue work 1:1 with supervisors to address perceived sick leave abuse problems.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
6.3 Hrs	6.2 Hrs	81.6%	79.8%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
11.0 Hrs	11.7 Hrs	137.4%	145.8%

\* Statewide data does not include DOL, DOR, L&I, and LCB  
Source: DOP provided EXCEL Spreadsheet

Sick Leave time period = July 2006 through December 2006

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary  
grievances/appeals filed  
and disposition  
(outcomes)**

Safety and Workers  
Compensation (TBD)

## Non-Disciplinary Grievances (represented employees)

HCA is non-represented. We have no non-disciplinary grievances.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

Health Care Authority

## Non-Disciplinary Appeals (mostly non-represented employees)

### Filings for DOP Director's Review

Time Period = 07/06 through 12/06

- [0] Job classification
- [0] Rule violation
- [0] Name removal from register
- [0] Rejection of job application
- [0] Remedial action

**[0] Total filings**

### Filings with Personnel Resources Board

Time Period = 07/06 through 12/06

- [0] Job classification
- [0] Other exceptions to Director Review
- [0] Layoff
- [0] Disability separation
- [0] Non-disciplinary separation

**[0] Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Director's Review Outcomes

HCA has no Director Review Outcomes to report or pending.

Total outcomes = 0

Time Period = 07/06 through 12/06

### PRB/PAB Outcomes

HCA has no PRB/PAB Outcomes to report or pending.

Total outcomes = 0

Time Period = 07/06 through 12/06

Source: Dept of Personnel

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

**Percent employees with current individual development plans**

**Employee survey ratings on “learning & development” questions**

Competency gap analysis (TBD)

## Individual Development Plans

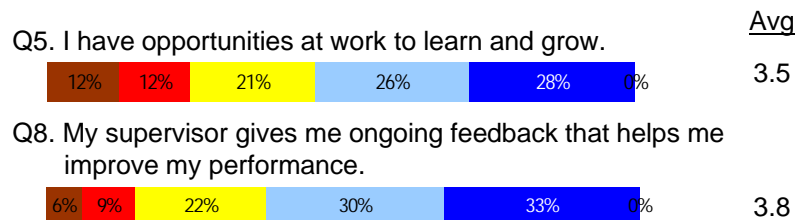
**Percent employees with current individual development plans = 97%**

Total # of employees with current IDPs\* = 237

Total # of employees\* = 244

\*Applies to employees in permanent positions, both WMS & GS

## Employee Survey “Learning & Development” Ratings



**Overall average score for Learning & Development Ratings: 3.6**

## Action Steps:

- Continue to provide opportunities for employees to work on special project teams – goal to have 4 – 6 teams underway at any given point.
- Brown Bag learning sessions commenced in October 2006. Topics vary but generally focus on personal growth and development (monthly)
- Implementation of new evaluation system in July – associates learning activities with specific competencies for current or future job growth.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

### Performance Measures

#### **Percent employees with current performance evaluations**

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

**Percent employees\* with current performance evaluations = 97%**

**Total # of employees with current performance evaluations\* = 237**

**Total # of employees\* = 244**

\*Applies to employees in permanent positions, both WMS & GS

### Analysis:

- HCA transitioned to one annual due date for evaluations in 2006
- HCA improved its completion rate from 46% in 2005 to 97% in 2006
- High completion rate is attributable primarily to commitment from executive leadership. The expectation for on-time evaluations was communicated to all supervisors and reinforced by providing periodic status reports by program.

### Action Steps:

- Refresher training on completing evaluations will be provided to supervisors (June/July 2007)
- HCA is adopting an on-line evaluation tool for the FY08 cycle. This will provide for efficient tracking of evaluations as they move through the various stages of approval.
- Target for FY08 evaluations is 100%. This will be communicated to all staff just prior to the annual cycle (June, 2007)

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

### Performance Measures

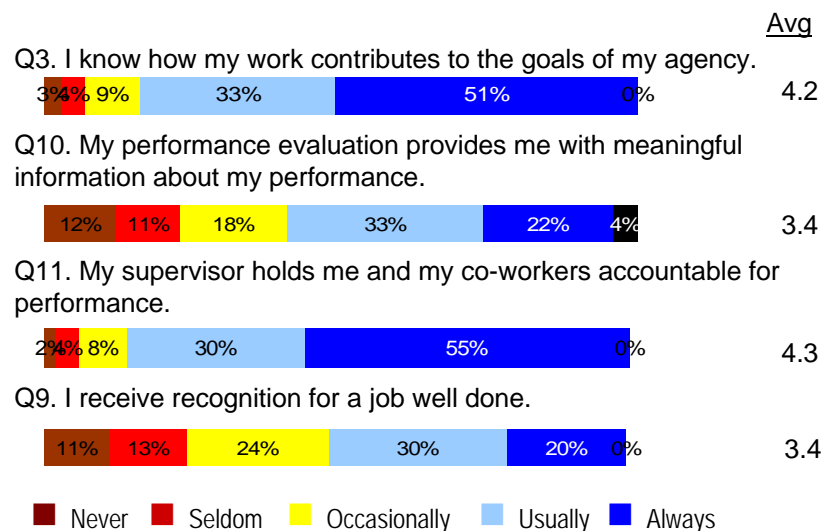
Percent employees with current performance evaluations

### Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey “Performance & Accountability” Ratings



**Overall average score for “Performance & Accountability” ratings: 3.8**

### Analysis:

- HCA scores equal to or higher than the 2006 statewide survey results
- HCA employee participation rate: 86%

### Action Steps:

- Refresher training for supervisors in June will focus on establishing SMART performance goals which align to HCA’s strategic goals
- Continue to hold recognition celebrations to mark milestones and completion of projects or major goals.
- Clear communication set prior to and during next evaluation cycle – 100% completion rate expected. Automated dashboard will facilitate tracking.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

### Disciplinary Action Taken

Time period = 7/1/06 through 12/31/06

Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
<b>Total Disciplinary Actions*</b>	<b>0</b>

\* Reduction in Pay is not currently available in HRMS/BW.

### Analysis:

- Data does not include probationary or trial service separations
- During the period 7/1/06 – 12/31/06 HCA has had one resignation in lieu of dismissal (see reason in text box, lower left)

### Issues Leading to Disciplinary Action

- Attendance issues and not following call-in procedures (resignation in lieu of dismissal)

## Disciplinary Grievances and Appeals

### Reinforce Performance

#### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

#### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

#### Disciplinary Grievances (Represented Employees)

HCA is non-represented. We have no disciplinary grievances.

**Total # Disciplinary Grievances Filed: [0]**

#### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = [7/06] through [12/06]

- [1] Dismissal
- [0] Demotion
- [0] Suspension
- [1] Reduction in salary

**[2] Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

#### Disposition (Outcomes) of Disciplinary Grievances

Time period = [07/06] through [12/06]

NOT APPLICABLE TO HCA

#### Disposition (Outcomes) of Disciplinary Appeals\*

Time period = [07/06] through [12/06]

- **Two pending appeals (involving the same employee) were both withdrawn.**

\*Outcomes issues by Personnel Resources Board

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

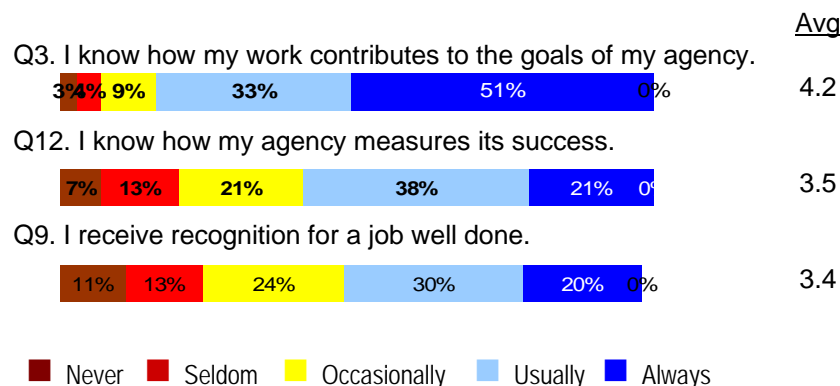
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Employee Commitment" Ratings



**Overall average score for Employee Commitment ratings: 3.7**

### Analysis:

- HCA had an Employee Survey participation rate of 86% as compared to the state average of 58%
- Survey results comparable to or slightly higher than the statewide average.

### Action Steps:

- Employees are acknowledged by peers and managers during various events throughout the year: July Employee Recognition Event,
- Request for Performance Management Confirmation – Spring 2008
- "Thumbs Up" feature on HCA intranet site to share e-mails and letter that recognize excellent service (ongoing)
- Goal posters to be displayed throughout HCA prompt employees to think about how their work contributes to the goals of HCA (April 2007)
- Reader board in lobby will display status of agency priorities such as production levels, safety statistics, progress in meeting goals, etc. (May 2007)
- HCA celebrations held to recognize achievement of major goals or milestones (ongoing)

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

## Performance Measures

Employee survey ratings on "commitment" questions

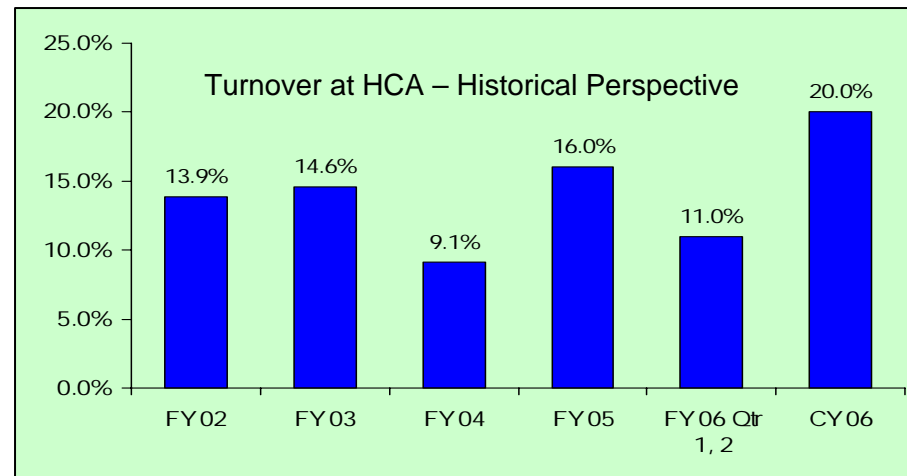
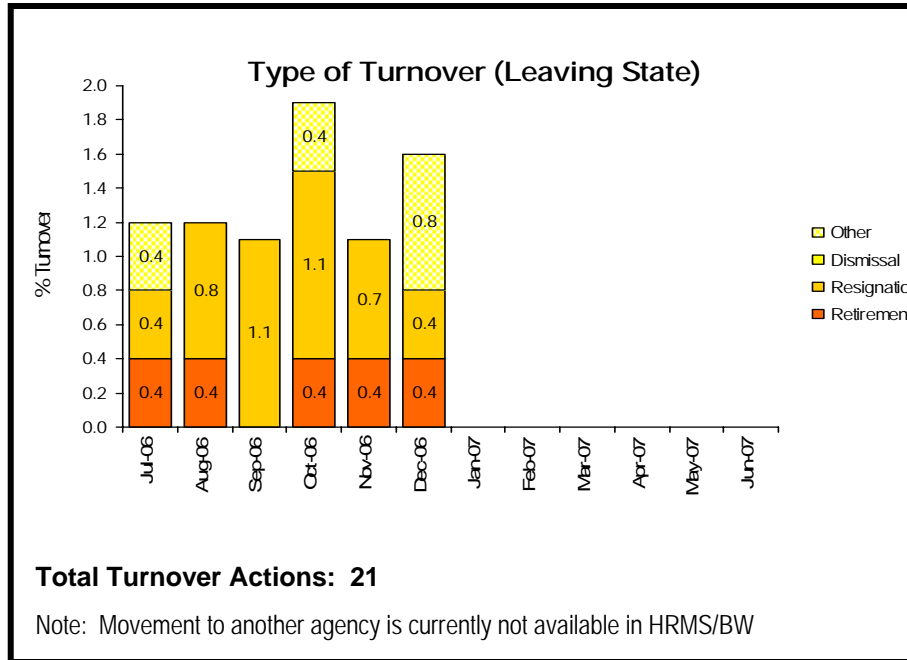
### Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates



Data as of 12/2006  
Source: Business Warehouse

### Analysis:

- Average length of service for those resigning or moving to another agency = 5.8 years
- For CY06 25% of resignations were at the request of agency or due to inability of employee to work (disability)
- Turnover is spread evenly across programs – no targeted problem areas

### Action Steps:

- Exit survey data for period 7/1/05 – 12/31/06 compiled and shared with executive management for action planning (Feb 2007)

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

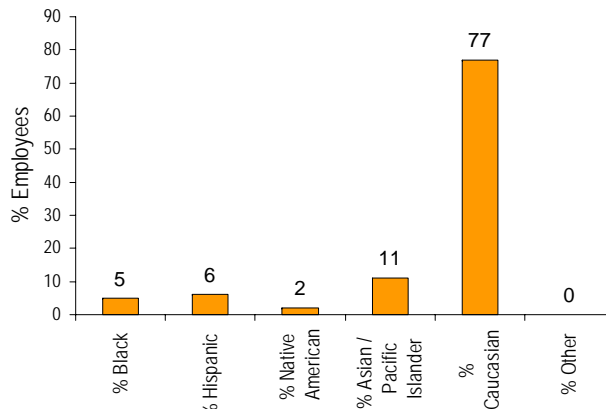
**Workforce diversity profile**

Retention measure (TBD)

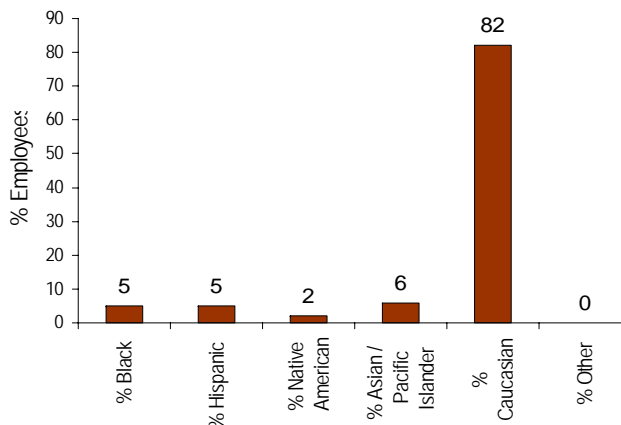
## Workforce Diversity Profile

	Agency	State
Female	74%	52%
Disabled	7%	5%
Vietnam Vet	4%	7%
Disabled Vet	2%	2%
People of color	24%	18%
Persons over 40	73%	75%

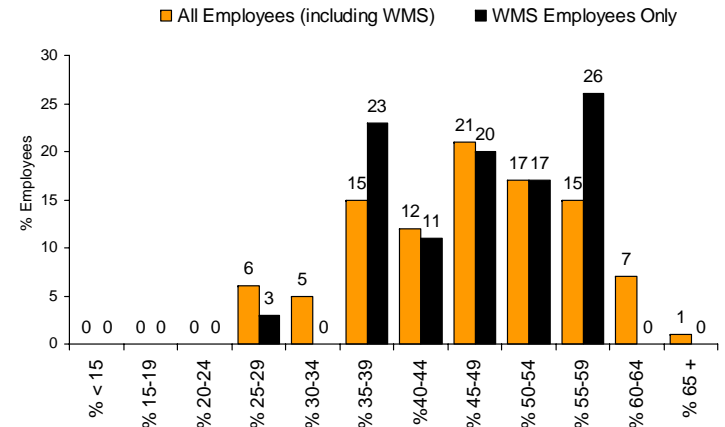
Diversity Profile by Ethnicity - Agency



Diversity Profile by Ethnicity - Statewide



Percent Age Distribution



### Analysis:

- HCA has done well in meeting diversity goals.
  - Two noted exceptions are in the areas of Vietnam Veterans and persons with disabilities.

### Action Steps:

- Communicate status of utilization and progress toward meeting established goals (quarterly)
- Supervisors trained on "Lawful and Effective Hiring Practices" (completed December 2006) and "Preventing Discrimination, Harassment & Managing Accommodations" (Spring 2007)
- Utilize a variety of resources to disseminate job information and attract qualified diversity candidates into the applicant pool